



Lean Enterprise Solutions

Lean Manufacturing

Client

Thomson Multimedia, Inc.

Location

Mexicali, Mexico

CH2M HILL Role

Program Management
Production Equipment Condition Assessment
Equipment Relocation
Installation Design
Onsite Construction Management
Startup Services

We at Thomson Inc. would like to give a note of praise for the work done on our behalf by CH2M HILL Lockwood Greene Engineers. Our \$51 million dollar relocation project started up on time and exceeded the original project target for daily production by 21%. I believe that without the work of CH2M HILL Lockwood Greene during our basic and detail engineering, the documentation phase, and finally the installation/startup, we would not have achieved the results we now have.

William J. Zehner, PE
Program Manager
Line 2 Relocation Project

Thomson Multimedia, Inc., Lean Manufacturing Transformation and Production Equipment Relocation

For a production project for Thomson Multimedia in Mexicali, Mexico, CH2M HILL conducted a Lean manufacturing analysis and design that included performing production equipment condition assessment on approximately 55 manufacturing systems comprising more than 5,300 pieces of equipment to determine whether they should be transferred, refurbished, stored or scrapped. We also carried out equipment relocation and installation design, and provided onsite construction management, startup services, and overall program management. We conducted a fast-paced Visioneering seminar to gain consensus on facility concepts and redesigned the process flow line to accommodate existing and new equipment in a Lean flow-through process in the new facility as opposed to the departmental process in the old facility.

We used photographic documentation to overcome language barriers for labor at the installation site and developed a sophisticated database system to track information on the 3,200 pieces of equipment to be relocated. This system also generated bar code labels to be affixed to the equipment to reduce the time required for the equipment to pass through Mexican Customs. The main risk was the loss of equipment-related information for the huge quantity of equipment relocated in the move from the existing facility to the new facility. The CH2M HILL equipment database tracked a maximum of 200 fields of information on every piece of equipment as each piece was uniquely identified and its disposition determined.

Through our work, we generated cost savings and cost avoidances to the client totaling more than \$9 million, including more than \$400,000 in annual recurring energy savings. We designed and coordinated the dismantling, modification, procurement, installation, and testing of all conveyor components including 5,800 feet of floor-based and 4,500 feet of overhead monorail systems. We accomplished this in a phased approach over a 2-year period, and completed the early critical phases for the relocation of test cells in just 10 months.